



# Los Angeles County AUDIT COMMITTEE

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2<sup>nd</sup> District  
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4<sup>th</sup> District

May 8, 2007

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

Dear Supervisors:

## **COMMISSION REVIEW PROCESS--SUNSET REVIEW FOR THE QUALITY AND PRODUCTIVITY COMMISSION (ALL DISTRICTS AFFECTED) (3 VOTES)**

### **IT IS RECOMMENDED THAT YOUR BOARD:**

Approve introduction of ordinance extending the sunset review date for the Quality and Productivity Commission to December 31, 2011.

### **PURPOSE OF RECOMMENDED ACTION/ JUSTIFICATION:**

The sunset review date of the Quality and Productivity Commission was inadvertently allowed to expire on July 1, 2005. The Board has continued to appoint and reappoint members to the Quality and Productivity Commission since such date. Therefore, it is necessary for the Board to adopt the ordinance to extend the sunset review as requested by the Audit Committee to December 31, 2011.

On December 1, 1994, the Audit Committee submitted its initial report in response to your Board's instruction to review the effectiveness of County commissions, committees and task forces defined under Chapters I and IV of the Los Angeles County Committee Book. Consistent with your Board's instructions, the Audit Committee is submitting the results of the evaluation of the Los Angeles County Quality and Productivity Commission (Commission) performed by the Auditor-Controller, and recommendations from Audit Committee for further action by your Board.

The Commission was established in 1981 by the Board of Supervisors to oversee the policies and support the implementation of programs that enhance the quality and productivity of the delivery of County services. The Commission apprises your Board and the Chief Administrative Officer of its activities, and works in conjunction with all the County departments and the Quality Productivity Managers Network to help implement and ensure the effectiveness and efficiency of these policies and programs.

During this review period the Commission accomplished the following; Recognized twice with a national award for outstanding achievement. The First award was for promoting energy reducing habits and the second was for establishing a Leadership Conference for



County Commissioners to network and develop leadership strategies. Conducted visits to County departments to encourage quality and productivity improvements, and promote awareness of the Productivity Investment Fund (PIF). Utilized over \$17 million from the PIF for projects designed to improve the County's quality and/or productivity efforts. Performed, at the Board's request, special review and issued recommendations on operations at the Sheriff's Department, Department of Health Services and the Public Library. Lastly, organized and sponsored a Network Managers' Certification Training to enhance County Managers' communication, team building and leadership skills.

#### **FISCAL/FINANCING IMPACTS:**

Commissioners receive \$50 for attendance at commission, committee, subcommittee, or other approved activities on behalf of the Commission. Such compensation shall not exceed \$200 per member in any month.

#### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS:**

The Commission was established and has been continued by Board Order pursuant to Chapter 3.51 of the Los Angeles County Code. The Commission's most recent Board-approved sunset review date was September 17, 2002.

The duties of the Commission include: Provide advice, information and recommendations relating to quality and productivity of service to County officials, department heads and managers. Develop and present recommendations for appropriate policies and programs designed to increase efficiency and effectiveness in the County. Assist County management in evaluating systems and organizational and service delivery models. Facilitate transfers of technologies from the private and public sectors and among County departments. Develop proposals and mechanisms to acquire alternative financial resources for the County quality and productivity programs and projects. Interface with the private sector, academia and experts in the field of quality and productivity. Promote, publicize and/or sponsor County quality and productivity projects, and promote employee participation in activities such as quality and productivity training, networking events, conferences and recognition ceremonies. Evaluate and approve projects submitted by County departments to award productivity investment fund loan and grants.

The Commission consists of eighteen members, one appointed by each Supervisor; ten appointed by the Board of Supervisors, jointly recommended by the Chief Administrative Officer and the Chairperson; and two ex officio members including the Executive Secretary-Treasurer of the County Federation of Labor AFL-CIO or his/her designee and the Chairperson of the Coalition of Los Angeles County Unions. Members are appointed, as much as possible, based on special knowledge of productivity or related techniques, and serve as members for three years, or until a qualified successor is appointed in his/her place.

#### **IMPACT ON CURRENT SERVICES (OR PROJECTS):**

Extending the sunset review date for the Commission will allow this body to continue:  
1) identifying, organizing, staffing and implementing projects designed to increase the County's quality and productivity effort; 2) Promoting awareness of its interests to the

Board, department heads, productivity managers, County employees and the public; 3)Maximizing the PIF to improve quality and productivity in the County; 4)Replicating and sharing among County departments the successful components of the past projects funded by the Commission or implemented by County Departments.

Respectfully submitted,



LOUISA OLLAGUE  
Chairperson, Audit Committee

cc: Chief Administrative Office  
Executive Officer of the Board of Supervisors  
Commission Services  
County Counsel  
Auditor-Controller  
Quality and Productivity Commission



J. TYLER McCAULEY  
AUDITOR-CONTROLLER

**COUNTY OF LOS ANGELES  
DEPARTMENT OF AUDITOR-CONTROLLER**

KENNETH HAHN HALL OF ADMINISTRATION  
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AGENDA ITEM Va

April 26, 2006

MAY 18 2006

APR 19 2007

TO: Audit Committee

FROM: J. Tyler McCauley  
Auditor-Controller

SUBJECT: **SUNSET REVIEW FOR THE LOS ANGELES COUNTY QUALITY AND  
PRODUCTIVITY COMMISSION**

**RECOMMENDATION**

The Audit Committee recommend to the Board of Supervisors (Board) to extend the Los Angeles County Quality and Productivity Commission's sunset review date to December 31, 2011.

**BACKGROUND**

The Quality and Productivity Commission (Commission) was established by the Board in 1981 and is continued pursuant to Chapter 3.51 of the Los Angeles County Code. The most recent renewal was approved by the Board at their September 17, 2002 meeting.

The Commission's duties are as follows:

- Provide advice, information and recommendations relating to quality and productivity of service to County officials, department heads and managers.
- Develop and present recommendations for appropriate policies and programs designed to increase efficiency and effectiveness in the County.
- Assist County management in evaluating alternative systems and organizational and service delivery models.



- Facilitate transfers of technologies from the private and public sectors and among County departments.
- Develop proposals and mechanisms to acquire alternative financial resources for County quality and productivity programs and projects.
- Interface with the private sector, academia and experts in the field of quality and productivity.
- Promote, publicize and/or sponsor County quality and productivity projects, and promote employee participation in activities such as quality and productivity training, networking events, conferences and recognition ceremonies.
- Evaluate and approve projects submitted by County departments to award productivity investment fund loans and grants.

The Commission consists of 17 members; one appointed by each Supervisor; 10 jointly recommended by the Chief Administrative Officer and the Commission Chairperson and appointed by the Board; and two ex officio members who are the Executive Secretary-Treasurer of the County Federation of Labor, AFL-CIO, or his or her designee; and the Chairperson of the Coalition of Los Angeles County Unions. In addition, the Chief Administrative Officer designates a County manager to attend the Commission meetings. Members are appointed, as much as possible, based on special knowledge of productivity or related techniques, and serve as members for three years, or until a qualified successor is appointed in his or her place.

The Commission is required to meet a minimum of eight times per year. During the evaluation period (April 1, 2002 to December 31, 2005), the Commission held 34 meetings with an average attendance of 13.3 (78%) members. Each Commissioner receives compensation of \$50.00 for his or her attendance at Commission, Committee and Subcommittee meetings, and for attending other approved activities on behalf of the Commission. Commissioner compensation may not exceed \$200.00 in any single month.

### JUSTIFICATION

The following are examples of the Commission's accomplishments over the last evaluation period:

- Recognized twice with a national award for outstanding achievement. The first award was for promoting energy reducing habits and the second was for establishing a Leadership Conference for County Commissioners to network and develop leadership strategies.

- Utilized over \$17 million in loan and grant money from the PIF between July 1, 2002 and November 7, 2005, to fund projects designed to improve the County's quality and/or productivity efforts.
- Performed, at the Board's request, a review of the Sheriff Department's overtime usage, the Department of Health Services' billing and collection process and the Public Library's fiscal operations. The Commission reported back to the Board with various recommendations.
- Organized and sponsored (through the PIF) a Network Managers' Certification Training through the Department of Human Resources' Los Angeles Training Academy and the California State University, Northridge. Key training objectives included enhancing communication, team building and leadership skills. **SIGNIFICANT**

**Section 5. Objectives.** (Are the objectives compatible with the mission and goals and relevant within the current County environment?)

The Commission's goals for the next evaluation period include:

- Identifying, organizing, staffing and implementing projects designed to increase the County's quality and productivity efforts.
- Promoting awareness of its interests to the Board, department heads, productivity managers, County employees and the public.
- Maximizing the use of the PIF to raise quality and productivity in the County.
- Replicating and sharing among County departments the successful components of past projects funded by the Commission or implemented by County departments. **RELEVANT**

**Section 6. Resources.** (Are the resources utilized by the entity in support of the entity's activities warranted in terms of the accomplishments and results?)

The Commission's reported costs for fiscal years (FY) 2003-2004 and 2004-2005 were \$551,350 and \$555,925, respectively. This consisted mostly of salaries and benefits for staff support (\$446,999 in FY 2003-2004 and \$453,086 in FY 2004-2005), and the Productivity and Quality Awards/Best Practice Program (\$50,909 in FY 2003-2004 and \$57,272 in FY 2004-2005). **WARRANTED**

**Section 7. Recommendation.**

**EXTEND THE SUNSET REVIEW DATE FOR THE LOS ANGELES COUNTY  
QUALITY AND PRODUCTIVITY COMMISSION TO DECEMBER 31, 2011.**



- Conducted visits to County departments to encourage quality and productivity improvements, and promote awareness of the Productivity Investment Fund (PIF).
- Utilized over \$17 million from the PIF for projects designed to improve the County's quality and/or productivity efforts.
- Performed, at the Board's request, special reviews and issued recommendations on operations at the Sheriff's Department, Department of Health Services and the Public Library.
- Organized and sponsored a Network Managers' Certification Training to enhance County Managers' communication, team building and leadership skills.

The Commission's goals for the next evaluation period include:

- Identifying, organizing, staffing and implementing projects designed to increase the County's quality and productivity effort.
- Promoting awareness of its interests to the Board, department heads, productivity managers, County employees and the public.
- Maximizing the PIF to improve quality and productivity in the County.
- Replicating and sharing among County departments the successful components of past projects funded by the Commission or implemented by County departments.

Please call if you have any questions.

JTM:MMO:JLS:MR

Attachments

- c: Jeanne L. Kennedy, Chair, Quality and Productivity Commission  
Sachi A. Hamai, Executive Officer  
Jim Corbett, Manager, Commission Services  
Ruth Wong, Executive Director, Quality and Productivity Commission

**COMMISSION SUNSET REVIEW**  
**LOS ANGELES COUNTY QUALITY AND PRODUCTIVITY COMMISSION**  
**REVIEW COMMENTS**

**Mission.** (Does the mission statement agree with the Board of Supervisors' purpose and expectations?)

Stated mission is as set forth in the ordinance creating the Commission.

**CONCUR**

**Section 1. Relevancy** (Is the mission still relevant and in agreement with the Board of Supervisors' purpose and expectations?)

Programs developed by the Commission to improve the quality and productivity of service by departments and employees result in cost-savings, cost-avoidance, and improved quality of services. **RELEVANT**

**Section 2. Meetings and Attendance.** (Are required meetings held and is attendance satisfactory?)

The Commission is required to meet eight times per year. During the evaluation period, all required meetings were held. From April 1, 2002 to December 31, 2005, the Commission held 34 meetings with an average attendance of 13.3 (78%) members. **SATISFACTORY**

**Sections 3 and 4. Accomplishments and Results.** (Are listed accomplishments and results significant?)

Following are examples of the Commission's accomplishments during the evaluation period:

- Received the National Association of Counties (NACo) Achievement Awards in 2002 and 2005 for their role in organizing the Energy Conservation Think Tank and the Commissioners' Leadership Conference, respectively. The Energy Conservation Think Tank promoted energy-reducing habits and accomplished an estimated seven to ten percent energy reduction. The Commissioners' Leadership Conference provided a forum for Commissioners to network with colleagues, develop leadership strategies and promote the Countywide Strategic Plan.
- Conducted on average 17 department visits each year to encourage quality and productivity improvements and promote awareness of the Productivity Investment Fund (PIF).



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